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IAD - 93/65

22 September 1965

MEMORANDUM FOR: Chief, Management Services Staff, NPIC

FROM: Deputy Chief, Imagery Analysis Division, CIA

SUBJECT: Rewrite of NSCID No. 8

1. As a practical matter I am opposed to the rewrite of NSCID No. 8 for the following reasons:

a. Responsibilities as set forth in NSCID No. 8 are sufficiently vague so as to enable the management of NPIC to interpret broadly the charter of the Center and pursue relatively unfettered major objectives or courses of action.

b. A detailed rewrite of the NSCID must by its very nature be reCOORDINATED throughout the intelligence community - a procedure which will require considerable expenditure of time and effort on the part of NPIC management and could very well result in modification or curtailment of responsibilities beyond those embodied in the present paper. The language is broad enough now so that desired goals can be achieved through other means.

c. I would prefer to rely on a philosophy of dynamic leadership which demonstrates through concrete works the value of Center activities and gain their acceptance throughout the intelligence community rather than pursue a philosophy that responsibilities set forth on paper can substitute for imagination, drive and good management.

2. As you are charged with performing some degree of surgery on the oft-maligned NSCID in question, I recommend a minimum revision as set forth below:

a. The name change as requested in Dr. Cline's letter to the DCI (and therefore easy to defend).

b. Under Paragraph 2c (Centralized Responsibilities) I would suggest you consider substituting the word "all" for "selective basis" in the first line; tie it to USIB-oriented collections and rewrite the entire paragraph to eliminate the excess wordage evolving around identification of detail and related collateral information.

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c. In Paragraph 2d the **third** sentence, I would insert after the word **reports** "**in response to USIB and such subcommittees as are in support thereof**".

d. In Paragraph 2g I would suggest writing in the responsibility of providing a coordinating mechanism for aiding the various departments or agencies through an interchange of info on equipment and/or joint procurement (it is already a **fact** embodied in COPE).

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